

Module Six: Creating an Environment Conducive to Great Storyscaping

Objectives

The objective of this module is to understand that there are different styles of corporate culture, and identify which elements work best for Storyscaping. Here we introduce the concepts of cross-pollinating project teams for true collaboration and look at creativity with a broader lens.

After studying this module, students will be able to:

1. Distinguish between several styles of corporate culture.
2. Detect the importance of concocting the right corporate culture.
3. Delve into the concept of collaboration and its ultimate purpose.
4. Describe how creativity affects the entire organization.

Outline

[Slide 1] MODULE INTRODUCTION

People matter. People make all the difference. People are the foundation of everything. The old way of working in subservient corporate structures is floundering - and falling flat. It takes a certain spirit and culture to inspire the necessary changed perspectives and to fuel the adoption of successful Storyscaping within an organization.

Today we will be formulating project teams and those teams will be based on some of the lessons learned today in chapter 12.

[Slide 2] MODULE AGENDA

Review Chapter 12 - *Shock Your Culture*

- Discuss different functional cultures
- Explore the concept of 'connected thinking'
- Delve into a deeper meaning of collaboration
- Compare and contrast the roles of architect, steward and craftsman

Activity - Form Storyscaping project teams

[Slide 3] CRAFTING CULTURE

An ultimate secret weapon lies with the ability to imagine, develop, and foster a culture and environment conducive to Storyscaping.

Concocting the right corporate culture is truly a craft. The time and attention required for this aspect of running a business is equally important to the others, yet its soundness is most often underestimated.

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As you enter the workforce, it is important to understand how you can be effective among the people you work with. To inform on this, we will study the dimensions of how we can work, more than just what your role or job is.

[Slide 4] MODELS OF CORPORATE CULTURE

We believe there are two effective functional models - the first is what most organizations are based on - a culture of 'sameness' where everyone shares the same values, perspectives and goals. Here teamwork, focus and camaraderie are intangible benefits. It's typically a well-structured culture and what you would expect of a hierarchical approach. This may work well for some businesses, but we've found a culture of differences to be more effective for Storyscaping.

The second functional model focuses on embracing diversity of skills and perspectives and depends heavily on shared Purpose - it's about aligning with the cause or belief instead of striving for sameness. It doesn't mean there is no structure, it means that the structure serves a core purpose and is enabled through the connection of diverse experiences, skills, points of view, etc.

Corporate culture is a reflection of stories that are told by the leaders in an organization, so when leaders align their thoughts and actions to the brand purpose, it helps activate a spirit that supports collaboration.

[Slide 5] VIDEO EXAMPLES

Here is a humorous example of a culture where embracing Storyscaping would be difficult:

Saturday Night Live: <https://www.youtube.com/watch?v=32WjO7liHpl>

Here are a couple real world working cultures that are positive for embracing Storyscaping:

Zappos: <https://www.youtube.com/watch?v=5CcLIPaUz3E>

Google: <https://www.youtube.com/watch?v=aOZhbOhEunY>

[Slide 6] CONNECTED THINKING

There is power in 'connected thinking' over the lone genius.

Imagine you were in the hospital and very sick. Would you like five doctors all trained at the same college, who all interned in the same hospital and all specialized in the same field of medicine to treat you? Or would you choose a team of five different doctors from different schools, different hospital internships and specialties? Of course it will be the latter. With divergent thinking and diverse perspectives we unlock the power of collaboration.

The goal of our collaboration is to make connections between ideas and people and between people and behaviors, and then test the strength of those new connections to make sure they'll hold.

Strategists, planners, technologists, writers, art directors, etc., are brilliant in their own fields and when they are cross-pollinated, the best ideas surface between these people from different disciplines.

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The depth and richness of an idea percolates when strategists and designers hash things out together, when writers and technologists share left and right-brained thoughts and when both the thinkers and doers are “all-in” throughout the entire project. This collaboration brings to life insights that could go untapped when people are left in their own rooms, mining the blank page for gold.

An application of connected thinking moves random ideas toward creative solutions.

[Slide 7] COLLABORATION vs. SUBSERVIENT CORPORATE STRUCTURE

In the agency world, often you'll find someone at the helm who ultimately has the last say on which ideas are pursued and which ones hit the cutting room floor. This person, at their worst, is a megalomaniac leader especially when they believe no idea is a great idea unless it comes from them.

Now, just think about how that translates and ripples out - does that sound like a culture that inspires creativity, fosters collaboration, sparks innovation or propels progression? No, certainly not. That style of leadership is fear-based, driven by ego and no longer works.

How about leadership that leans more toward the benevolent dictator? This type of leader does a great job of listening, consciously includes others and is able to build very dedicated and loyal teams. This style works much more effectively, but because so much hinges on the strengths and sensibilities of the leader, it doesn't scale well.

[Slide 8] AN EFFECTIVE ALTERNATIVE

The alternative culture we've found to be very effective in today's world feels more like a consultative environment where teams are dynamically assembled, based on the client ask and with the philosophy that 'not one of us is smarter than all of us.'

Think of your entire team as a collection of creative-minded individuals who are all collaborating to solve problems and make an impact on people's lives.

True collaboration makes connections between ideas and people and people and behaviors, and then it tests the strength of those new connections to make sure they'll hold. That's a corporate culture to celebrate.

[Slide 9] THREE CRITICAL ROLES

Part of getting this sort of effect—driving an outcome within a business—is based on understanding and acting out the dimensions of three critical roles - architect, steward, and craftsperson - and these often manifest daily in the way that everyone goes about their job. The combination of these dimensions formulates the foundation for realizing an idea and it nestles in at the heart of Storyscaping.

OPEN DISCUSSION - What personality traits do each of these roles typically include?
How can cross-pollinating teams with each of these roles improve a project?

[Slide 10] CREATIVITY

Creativity is a fragile, volatile, and collaborative journey that needs equal parts stewardship and imagination.

Fortunately, the speed of change hasn't tempered humanity's fascination with and impulse toward creativity—it has actually fuelled it. So it's critical to have a spirit to solve as well as a spirit to create.

Having a spirit that makes an impact on the world by bringing ideas to life is why we are constantly working to craft the next great Organizing Idea, the next big solution, the next inspiring story, and most assuredly, the next world of immersive experiences. It's also why we then seek to surpass it.

OPEN DISCUSSION: Discuss what inspires you to create and concept? Where do you look for inspiration?

[Slide 11] ACTIVITY - FORM STORYSCAPING PROJECT TEAMS

Divide students into groups of _(#)_, each designed with diverse backgrounds, experiences, cultures and skillsets. These will be the Storyscaping project teams.

- Familiarize yourselves with each team member's skillsets and strengths/weaknesses.
- Brainstorm some brands/products/services you feel Storyscaping would make a positive impact on.
- Choose one brand/product/service upon which you will apply the Storyscaping approach over the remainder of the course.
- Share contact information so you can stay connected outside of class.

[Slide 12] POTENTIAL HOMEWORK / EXTRA CLASS CONTENT

Watch TEDx talks on Company Culture:

Firespring - Secret sauce for a vibrant corporate culture

<https://www.youtube.com/watch?v=WDFqEGl4QJ4>

Kyoto 2012 = Igniting CREATIVITY to transform corporate culture

<https://www.youtube.com/watch?v=01Y7qIPFpqw>